

Item No.	Classification: Open	Date: 16 November 2016	Decision maker: Strategic Director of Children's and Adults' Services
Report title:		Gateway 2; Contract Award Approval Cherry Garden Special Needs School Expansion Works	
Ward(s) or groups affected:		The Lane and South Bermondsey	
From:		Director of Regeneration	

RECOMMENDATIONS

That the Strategic Director of Children's and Adults' Services is recommended to:

1. Approve the award of the design and build contract for Cherry Garden Special School to Galliford Try Construction (UK) Limited for the main works and the contract period of 65 calendar weeks commencing on 9 January 2017 and completing on 9 April 2018, subject to the council's cost consultant's final report being submitted confirming that this represents value for money and the submission satisfying council requirements.
2. Note the increased cost of enabling works and approve the resultant variation in cost of the enabling works contract in the sum as disclosed in the closed version of this report as set out in paragraph 12, subject to the council's cost consultant's final report being submitted confirming that this represents value for money.
3. Agree the cost of the main works and enabling works in total, given in paragraphs 1 and 2, in the sum disclosed in the closed version of this report.
4. Note that the final contract sum will be confirmed in writing to the strategic director of children's and adults' services prior to contract award.

BACKGROUND INFORMATION

5. On 16 July 2013 Cabinet approved a primary school investment programme to address the shortfall in primary school places for a number of schools and sites which included Cherry Garden Special School. It was envisaged that the works would be procured through the Improvement and Efficiency South East construction and management framework (IESE) and that the projects would be split into two packages.
6. On 22 July 2014 Cabinet approved the Gateway 1 procurement strategy to appoint two contractors, one for Package A and one for Package B, using IESE. It was envisaged that the contractor for each Package would carry out preconstruction services, the works and, where necessary, enabling works and these services and works would be approved in a number of gateway 2 reports. It was approved by Cabinet that the decision maker for these Gateway 2 reports would be delegated to

the Strategic Director of Children's and Adults Services (irrespective of their estimated value).

7. The new school for Cherry Garden Special School falls within Package A.
8. On 17 November 2014 the Strategic Director of Children's and Adults Services approved the appointment of Galliford Try to carry out the pre-construction services for Package A, under the Improvement and Efficiency South East (IESE) regional framework arrangements for construction and management using the two-stage Design and Build method.
9. The existing school site in Macks Road, South Bermondsey, SE16 is no longer suitable for the pupils needs and, being land locked, cannot expand any further. The construction of the new school on the former Highshore School site in Peckham will allow the school's current site to be released as part of the council's new housing programme. The new site will allow the school to maximise out door play and provide a purpose built school to match the complex needs of the pupils and give wider support to parents/carers. The new school building will also provide outreach support to main stream primary schools by providing special educational needs and disability (SEND) training for teachers and additional learning opportunities for SEND pupils in main stream education via a 'satellite' classroom in the new building.
10. Full Planning permission was received for the new Cherry Garden Special School development in October 2016.
11. In January 2016 the Strategic Director of Children's and Adults' Services approved a Gateway 2 for the enabling works contract with Galliford Try in the sum of £496,324. This enabling works contract, which was for the demolition of the former Highshore School and removal of Japanese Knotweed from the site, is, pending the resolution of residual issues with the contractor, substantially complete.
12. The Strategic Director for Children's and Adults' services is also approving the variations to the Enabling Works contract which are currently under review by the cost consultant and Galliford Try. The costs are detailed in the closed version of this report. These costs are to cover the removal of obstructions in the ground and additional asbestos and utility service terminations. These costs form part of the overall cost of the works referred to in Paragraph 1.
13. This report seeks approval for the award of a contract to Galliford Try Construction (UK) Ltd for the main works based on JCT 2011 Design and Build Contract with the council's standard amendments. This documentation has been subject to detailed review by Southwark Legal Services, with advice from external legal advisors (Sharpe Pritchard).

Procurement project plan (Key Decision)

14. The timetable of the procurement process for Cherry Garden Special School is set out in the following table:

Activity	Completed by/Complete by:
Forward Plan for Gateway 2 decision	December 2016
Approval of Gateway 1 – Procurement Strategy Approval: Appointment of Contractors for Primary Expansion Programme	22 July 2014
Approval of Gateway 2 (Pre-Construction Services): Contract Award Approval	17 November 2014
Contract Award (Pre-Construction Services)	26 November 2014
Approval of Gateway 2: Award of Contract for Enabling Works at Cherry Garden School	19 January 2016
Cherry Garden DCRB Review: Gateway 2: Contract Award Approval for the Design and Build of the Cherry Garden Special School (this report)	02 November 2016
Cherry Garden CCRB Review: Gateway 2: Contract Award Approval for the Design and Build of the Cherry Garden Special School (this report)	10 November 2016
Notification of forthcoming decision – Five clear working days	16-22 November 2016
Finalisation of contract terms	22 November 2016
Approval of Gateway 2: Contract Award Report	1 December 2016
Scrutiny Call-in period and notification of implementation of Gateway 2 decision	2–8 December 2016
Contract award	12 December 2016
Add to Contract Register	13 December 2016
Publication of award notice on Contracts Finder	14 December 2016
Contract start	9 January 2017
Contract date for completion	9 April 2018

KEY ISSUES FOR CONSIDERATION

Description of procurement outcomes

15. This procurement will lead to the permanent expansion of Cherry Garden Special School and offer all primary age pupils with complex needs a school place.
16. The works consist of a complete new build school on the former Highshore School site in Peckham. The new school will consist of a two storey building with early years contained on the upper floor with access to a first floor play deck and KS1 and 2 on the ground floor. Due to the nature of the pupils needs a high proportion of the children are transported to school by a specialist bus collection. As a result of this a safe parking area has also been designed into the landscaping of the site to accommodate mini buses dropping off and collecting pupils.

17. The new school will provide high quality learning and teaching environments for the staff, pupils and parents and support for parents and carers as the pupils develop and manage their needs. Cherry Garden will also support mainstream primary schools with SEND pupils and teacher training so that pupils can stay in mainstream education.

Key/Non Key decisions

18. This report is for a key decision.

Policy implications

19. The relocation and expansion of Cherry Garden Special School will help to fulfil Southwark's ongoing commitment to its community, helping to encourage improved educational attainment for the borough's children, and assist with the council's statutory duty to provide additional school places. Cherry Garden Special School's expansion forms part of the borough wide Primary Investment Strategy and assists in the wider council new housing programme by releasing the schools existing site for residential development.

Tender process

20. Galliford Try was appointed by way of a mini-competition, in line with the procedure prescribed by the iESE framework arrangements.
21. The procurement for Stage 1, pre-construction services followed the standard IESE two-stage approach, in which the contractor has the following core responsibilities:

Stage 1 (pre-construction)

- Fully developing the design proposals from RIBA Work Stage E onwards
- Packaging and competitively tendering the works on an open book basis
- Submitting contractor's proposals and pricing document, including the proposed contract sum, for decision by the council (this report).

Stage 2 (construction) – subject to a separate Gateway 2 approval (this report)

- Carrying out and completing the works in compliance with the contract documents

22. The Gateway 2 report for the award of the contractors for Stage 1 (pre-construction services) was approved in November 2014. That report detailed the evaluation method followed to award the most economically advantageous tender. From the Stage 2 process, the Gateway 2 report for Enabling Works was awarded in January 2016. This report deals with the Gateway 2 report to appoint Galliford Try for the main contract works.
23. With this two stage approach to procurement, there is an expectation and likelihood that the contractor appointed for pre-construction services would be appointed for the works contract, subject to the formal decision of the contracting authority to proceed. Value for money is obtained through the application of competitively

tendered framework rates for main contractor's core costs (i.e. management, design, certain preliminaries and overheads and profit) and by competitive tendering of the works packages by the main contractor.

24. The design and specification for the project was developed by the consultant team under the direction of the council's Project Management consultants, Mace Limited, which together with the overall scheme proposals were issued to Galliford Try in the form of Employer's Requirements in November 2015.
25. Galliford Try provided a detailed scope and cost breakdown for the main works at the end of July 2016. However, as this was not considered good value for money further negotiations occurred and Galliford Try re-submitted their proposal in October 2016.
26. Following the process of design development and packaging of the scheme proposals, the contractor has obtained competitively tendered prices for the various packages which, together with their construction phase core costs (previously tendered and reported in the Gateway 2 for pre-construction services) combine to make up the proposed contract sum for the main works.

Tender evaluation

27. The Council received Galliford Try's original submission for these works in July 2016. However it was not considered good value for money by the council's cost consultants. This resulted in further negotiations between the capital projects team, Galliford Try and the council's professional services team, including interrogation of the cost plan and submitted rates.
28. Following these discussions, Galliford Try resubmitted their proposal in October 2016, which included savings as a result of supply chain cross project buying, responses to the clarifications from the council's cost consultant on the Contract Sum Analysis, revised rates for inflation and preliminaries, and proposed value engineering.
29. The council's external cost consultant has reviewed the revised cost proposal from Galliford Try to ensure that it meets the council's requirements in terms of value for money. In addition to this they are reviewing comparative market data with other providers including conducting comparisons against other schools projects and will submit a value for money statement at the end of the process, as referred to in paragraph 1.
30. Discussions have been held between the contractor, council officers from Regeneration (Capital Works), and the design team to clarify a number of items in the proposed scope. These continue to be worked through to ensure that the council is satisfied before the main works can be awarded. At 4 November 2016, the cost consultant advises that approximately 92% of the proposed contract sum by value is firm and that further savings are anticipated from the remaining 8%.

31. The approval to enter into the contract with Galliford Try for the Design and Build of Cherry Garden Special School (this report) is recommended subject to the council's requirements (as outlined in detail in the closed version of this report) being met.
32. Approval for this contract is being sought now to ensure that the programme can remain on target, enabling construction to commence immediately following finalisation of the contract documentation and the requirements of the council being satisfied. This will enable the overall date for completion of 9 April 2018 to be achieved.

Plans for the transition from the old to the new contract

33. Not applicable

Plans for monitoring and management of the contract

34. The project client, including the management and administration of the consultant and contractor appointments, will be run and resourced through the Regeneration - Capital Works team. MACE will act as Employers Agent on day to day issues with implementing the contract and reporting on the contractor's performance to Regeneration - Capital Works team. Progress with the contract works and performance of the consultant team will be subject to constant scrutiny and monthly formal review, including reviews on cost, programme and quality. The experienced officer client team will use a number of mechanisms for monitoring and controlling the financial and programme performance of the contract, including:

- Strategic cost plan, which will be regularly reviewed and updated
- Monthly financial statements by the consultant quantity surveyor/contractor
- Monthly appraisals of progress against the contract programme
- Monthly progress reports by:
 - The project manager/Employer's Agent
 - Main contractor
 - Other design consultants
- Monthly progress meetings on site
- Tracking and chasing actions on critical issues
- Weekly 'look ahead' meetings with principals / directors
- Periodic project team 'look ahead' workshops covering key phases of work and risks
- Risk and issues logs
- Six monthly report to the Departmental Contracts Review Board (DCRB) and annual report to the Corporate Contracts Review Board (CCRB)

Identified risks for the new contract

	RISK	RISK LEVEL	MITIGATION ACTION
1.	Contractor has inadequate resources and management arrangements to deliver the main works project	Low	Ensure prior to appointment – (1) that the contractor plans to deploy adequate resources and is willing to supplement additional

			resources to the project, if required. (2) that the contractor proposes to put adequate management arrangements in place to deliver the project.
2.	Insolvency of framework contractor	Low	An up-to-date financial check was obtained and this found the contractor to be at 'very low risk'. Galliford Try Construction (UK) Ltd to provide a parent company guarantee as a condition of contract. Closely monitor performance of firms once appointed.
3.	Construction delays on site due to: <ul style="list-style-type: none"> • Hidden obstructions below ground • Contamination below ground 	Low	Desktop studies and non-intrusive surveys have been undertaken to anticipate and plan for potential hazards on site. Investigation and remediation works undertaken in enabling work contracts have de-risked the site in readiness for the main contract works as any obstructions would have been discovered and removed under the early work contracts
4.	Construction delays on site and additional costs	Medium	Pre-order components with long delivery period. Ensure that site operations are thoroughly and realistically planned by the contractor, prior to commencement of the works. Allow appropriate contingency provision in the programme to cover possible loss and expense claims arising from delay and disruption of the works. Include Liquidated Damages for non-completion of contract by the contractor.
5.	Delay to approval of planning conditions	Medium	Ensure effective forward planning and regular communication with the planning officer and relevant parties to the decision making process. Information to be submitted for planning approval in a timely manner to allow for approval periods.

6.	Default by key subcontractors/suppliers.	Low	A select list of well established sub-contractors by trade maintained by the main contractor, which includes financial health checks and performance monitoring.
7.	Delay to final agreement of contractor's proposals and contract documents, leading to a delay in contract award.	Low	On-going monitoring and forward programming to ensure close can be achieved.
8.	Failure of the council and Galliford Try to agree terms within the parameters set out in this report.	Low	On-going discussions and review of the cost plan with senior directors from Galliford Try to bring the cost plan in line with the Council's expectations and demonstrates Value for Money.

Community impact statement

35. Generally the provision of additional school places from 47 to 75, which this contract will ultimately provide, will have a positive impact on communities with increased provision of places in areas where they are in need. The proposals are consistent with promoting the safeguarding and well being of all local children and young people by providing sufficient school places to meet forecast need.
36. The project will provide a new and extended school building for the borough's children. The wider community will be able to use the hydro therapy pool and trampoline room out of school hours.

Social Value considerations

37. The Public Services (Social Value) Act 2012 requires that the council considers, before commencing a procurement process, how wider social, economic and environmental benefits that may improve the well being of the local area can be secured. The social value considerations included in the tender (as outlined in the Gateway 1 report) are set out in the following paragraphs in relation to the tender responses, evaluation and commitments to be delivered under the proposed contract.

Economic Considerations

38. Galliford Try will be expected to deliver direct benefits to the local community and local residents. It is proposed that these benefits will be delivered through some or all of the following possible means:
- Supply chain and procurement with local businesses;
 - Use of local labour and training initiatives, including a construction employment, skills and training scheme linked to the council's Building London Creating Futures programme, which aims to match local residents with construction vacancies especially where these are linked to key development sites and regeneration activities;

- A commitment to construction apprenticeships in proportion to the size and scale of the development as set out in the IESE framework arrangements; and
- Corporate social responsibility and sustainability.

39. Discussions have commenced to ensure that there is a coordinated approach to provide a number of apprentice positions across the expansion programme. Galliford Try are committed to meeting the targets and requirements set by the National Skills Academy for Construction's "Client Based Approach" as a way of quantifying, monitoring and reporting skills development within the local community. The Contractor has created the "Employment Skills Plan", in the table below this details the skill level and the target number of apprentices/trainees for each skill level. . Monitoring information will be required quarterly, to a standard format including basic equalities data to ensure that these targets are been achieved.

Skill Level	No. of Trainees
Workplacement (16plus years)	11
Workplacement (14-16 Years)	2
Construction Curriculum Support	6
Graduates	1
Apprentice starts	5
Existing Apprentices	4
Apprentice Completions	3
Jobs created on Construction Projects	4
S/NVQ Starts for subcontractors	6
S/NVQ Completions for subcontractors	5
Training plans for subcontractors	4
Supervisor Training for Subcontractors	4
Leadership and management training	3
Advanced Health & Safety Training	4

Apprentices/trainees for Cherry Garden School Project.

Social Considerations

40. The council is an officially accredited London Living Wage (LLW) Employer and is committed to ensuring that, where appropriate, contractors and subcontractors engaged by the council to provide works or services within Southwark pay their staff at a minimum rate equivalent to the LLW rate. Galliford Try will meet LLW requirements and contract conditions requiring the payment of LLW will be included in contract documents, which will result in quality improvements for the council. These should include a higher calibre of multi-skilled operatives that will contribute to the delivery of works on site and will provide best value for the council.
41. Pursuant to section 149 of the Equality Act 2010 the council has a duty to have due regard in its decision making processes to the need to:
- (a) Eliminate discrimination, harassment, victimisation or other prohibited conduct.
 - (b) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not.
 - (c) Foster good relations between those who share a relevant characteristic and

those that do not share it.

42. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. The Public Sector Equalities Duty also applies to marriage and civil partnership, but only in relation to (a) above. This report sets out the considerations which have been given to the PSED General Duty, which the Strategic Director of Children's and Adult's Services should consider when making this decision.
43. Although the council now requires tendering firms and companies to confirm that they have not engaged in blacklisting the procurement of the iESE framework pre-dates the introduction of the legislation and therefore the requirement had not been included.

Environmental Considerations

44. The completion of this procurement will create a new school which will demonstrate commitment to the carbon reduction measures required by Southwark council, through the application of design principles to manage the use of energy most efficiently.
45. The scheme will be achieving a BREEAM rating of Very Good.

Market considerations

46. Galliford Try has over 250 employees and a national area of activity.

Staffing implications

47. There will be no direct impact on staffing as a result of the award of this contract.

Financial implications

48. This report is seeking approval from the Strategic Director of Children's and Adults' services to award the contract for the development works for Cherry Garden Special School, to Galliford Try at a cost not exceeding the value disclosed in the closed version of this report, including the cost of the enabling works package.
49. The Children's Service Capital Programme includes budget allocation for the primary expansion programme. Details of these costs are contained in the closed version of this report.
50. Southwark's External Cost Consultant continues to independently assess the contract proposals to ensure value for money. The contract will only be entered into once confirmation has been provided from the Cost Consultant that the contract proposals are value for money. Officers are reviewing options to ensure that the cost of the contract can be contained in the departmental capital budgets for Cherry Garden Special School project allocated within the council's capital programme.
51. Officers will ensure that budgets for the contract are established and profiled on the Council's financial information system for effective monitoring and reporting.

52. The school will be responsible for any on going revenue implications as a result of the expansions.
53. Staffing and any other costs connected with this contract to be contained within existing departmental revenue budgets.
54. Officers have made every effort to ensure that the tender achieves value for money in the current market. The 'not to exceed' construction cost for this project can be contained in the current overall primary expansion programme budgets allocated within the council's approved capital programme. Budgets will be reallocated within the primary expansion programme to reflect the contract costs for monitoring and reporting as required. The financial position on the council's primary expansion programme will be reported to members on a regular basis.

Legal implications

55. Please see the legal concurrent, below.

Consultation

56. The proposals have been subject to the decision making arrangements of the council's planning process, including consultation with relevant statutory consultees.
57. The Headteacher of Cherry Garden Special School has been involved in the design development process. Consultation has been carried out locally ahead of the statutory consultation being conducted through the planning process.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Finance and Governance (CAS16/020)

58. The strategic director of finance and governance notes the recommendations in this report for the award of a design and build contract, and the variation of the enabling works contract for Cherry Garden Special School.
59. The report identifies that there are some matters to be resolved before the contract can be awarded, but the total cost of the main works and enabling works will not exceed the value disclosed in the closed version of this report..

Head of Procurement

60. This report seeks approval for the award of the main works contract for Cherry Garden Special School to Galliford Try Construction (UK) Limited for a sum disclosed in the closed version of this report.
61. Galliford Try's final cost proposal is being reviewed against comparative market data and this award is subject to the council's cost consultants confirming that the project represents value for money.

62. This procurement was the second part of the award of the contract following the pre-construction services and enabling works on the project as a result of a mini-competition run through the IESE construction and management framework in line with the EU Regulations and the council's Contract Standing Orders.
63. The report confirms the monitoring and management arrangements that will be in place during the life of the contract including how apprentices taken on by the contractor as a result of this contract will receive the necessary skills training.

Director of Law and Democracy

64. This report seeks the strategic director of children's and adults' services to the award of contract to Galliford Try Construction Limited in respect of the Cherry Garden Special school, as further detailed in paragraphs 1-4. Whilst ordinarily awards of this value would be approved by Cabinet, as noted in paragraph 6 the gateway 2 decision was delegated to the strategic director.
65. Galliford Try have previously been appointed for projects within package A (which includes this school), and appointed for the pre-construction services and enabling works. As noted in paragraph 23, the nature of a 2 stage procurement approach is that there is an expectation that the contractor appointed for pre-construction and enabling works will be appointed for the main contract. However this is subject to value for money and satisfaction of the council's requirements. Both value for money and satisfaction of our requirements will be confirmed before the contract is awarded.
66. The nature and value of these works are such that they are subject to the tendering requirements of the EU regulations. Procurement of these works has been through the IESE framework, which is EU compliant, and therefore satisfies those tendering requirements.
67. The strategic director's attention is drawn to the Public Sector Equality duty (PSED) under the Equality Act 2010, and when making decisions to have regard to the need to eliminate discrimination, harassment, victimisation or other prohibited conduct, and to advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and those who do not share it. The relevant characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The duty also applies to marriage and civil partnership but only in relation to the elimination of discrimination. The strategic director is specifically referred to the community impact statement at paragraphs 36-37 setting out the consideration that has been given to equalities issues which should be considered when approving this award.

Director of Education

68. This report seeks approval for the award of the contract to Galliford Try Construction to begin construction of the new Cherry Garden School on the former Highshore School site in Peckham. The Cherry Garden school development forms part of the Primary School Expansion programme which was agreed by Cabinet in July 2013 to meet the shortfall in primary school placements across the borough, as outlined in paragraphs 5-6 of the report.

69. Cherry Garden School is set to expand to 85 pupils from the current 46 pupils and this can only be achieved in a new school building. The existing school as noted in paragraph 9 is no longer capable of expanding to meet the projected pupil numbers. The new school will provide classrooms appropriate to the educational need of the pupils (many with profound and multiple learning disabilities) and in line with the Department for Education's guidelines for SEND schools. Cherry Garden School is consistently rated as outstanding by Ofsted since 2001

PART A – TO BE COMPLETED FOR ALL DELEGATED DECISIONS

Under the powers delegated to me in accordance with the council's Contract Standing Orders, I authorise action in accordance with the recommendation(s) contained in the above report.

Signature DAVID DORRICK THORNTON *David* Date 01.12.16

Designation CHA STRATEGIC DIRECTOR

PART B – TO BE COMPLETED BY THE DECISION TAKER FOR:

- 1) All key decisions taken by officers (including contract reports)
- 2) Any non-key decisions which are sufficiently important and/or sensitive that a reasonable member of the public would reasonably expect it to be publicly available.

1. DECISION(S)
<i>As per report recommendations</i>
2. REASONS FOR DECISION
<i>As set out in report</i>
3. ALTERNATIVE OPTIONS CONSIDERED AND REJECTED BY THE OFFICER WHEN MAKING THE DECISION
<i>None other than those set out in report</i>

4. ANY CONFLICT OF INTEREST DECLARED BY ANY CABINET MEMBER WHO IS CONSULTED BY THE OFFICER WHICH RELATES TO THIS DECISION (IF APPLICABLE)*

N/A.

*Contract standing order 4.5.1 states that for contracts with an Estimated Contract Value of over £100,000, the lead contract officer (LCO) must consult with the relevant cabinet member before a procurement strategy is implemented.

5. NOTE OF ANY DISPENSATION GRANTED BY THE MONITORING OFFICER, IN RESPECT OF ANY DECLARED CONFLICT OF INTEREST

If a decision taker or cabinet member is unsure as to whether there is a conflict of interest they should contact the legal governance team for advice.

None.

6. DECLARATION ON CONFLICTS OF INTERESTS

I declare that I was informed of no conflicts of interests.*

~~or~~

~~I declare that I was informed of the conflicts of interests set out in Part B4.*~~

(* - Please delete as appropriate)

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Cabinet report of 16th July 2013 – Primary Investment Strategy	Capital Works, Regeneration, 160 Tooley Street, SE1 2QH	Rebecca McTier – 02 7525 4808
Cabinet Report of 22nd July 2014: Gateway 1 Procurement Strategy Approval Appointment of Contractors for Primary Expansion Programme	Capital Works, Regeneration, 160 Tooley Street, SE1 2QH	Rebecca McTier – 020 7525 4808
Cabinet Report of 17 th November 2014 : Gateway 2: Appointment of Contractors for Primary Expansion Programme for Pre-Construction Services	Capital Works, Regeneration, 160 Tooley Street, SE1 2QH	Rebecca McTier – 020 7525 4808
Enabling Works 1 – Cherry Garden School	Capital Works, Regeneration, 160 Tooley Street, SE1 2QH	John Ryan – 020 7525 5376

APPENDICES

Appendices
None

AUDIT TRAIL

Lead Officer	Bruce Glockling, Head of Regeneration	
Report Author	John Ryan, Project Manager, Regeneration	
Version	Final	
Dated	16 November 2016	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Head of Procurement	Yes	Yes
Cabinet Member	No	No
Contract Review Boards		
Departmental Contract Review Board	Yes	Yes
Corporate Contract Review Board	Yes	Yes
Date final report sent to Constitutional Team	16 November 2016	